MDOT EXCELLERATOR

Performance Management System

The Secretary's Office Quarterly Report

October 2016

Maryland Department of Transportation

A Message From the Governor

"Our administration is committed to developing innovative solutions that deliver what Marylanders want – an affordable and reliable transportation system. By implementing a comprehensive program of accountability and continual improvements, we will deliver a better transportation system for the citizens of Maryland."

"This is another step our administration is taking to Change Maryland for the Better!"

– **Larry Hogan**, *Governor*

CHANGING
Maryland
for the Better

The Maryland Department of Transportation and its
Transportation Business Units proudly present the official mission statement.

Maryland Department of Transportation

"The Maryland Department of Transportation is a customer-driven leader that delivers safe, sustainable, intelligent, and exceptional transportation solutions in order to connect our customers to life's opportunities."

A Message From the Secretary

My Fellow Marylanders,

Pete K. Rahn
Secretary

I am pleased to present the Maryland Department of Transportation Excellerator Performance Management System. I have been a longtime proponent of performance measures as a critical ingredient which drives organizations to exceptional standards to meet the transportation demands of our customers. At the Maryland Department of Transportation, we have embarked on a dedicated journey of creating performance measures that are important to all who live in and travel throughout the State of Maryland.

The Maryland Department of Transportation, and its transportation business units, created a single focused Mission Statement, which is the guiding light for all of our transportation products and services. We are wholeheartedly committed to being driven by the needs of our customers and to exceed their expectations. Whether our customers fly out of the Baltimore/Washington International Thurgood Marshall Airport, take a cruise out of the Port of Baltimore, ride one of our buses or rail lines, register their vehicles, or travel our highways and bridges, we all stand together as the Maryland Department of Transportation.

Our Excellerator program is comprised of ten tangible results. Those results are critical components for the organization and will drive our daily business decisions. How we achieve those results will be an organization-wide process of developing measures and strategies to achieve the optimum level of performance. The public we serve is able to see the results of our performance every quarter. This program is a living, evolving performance process that is in a constant state of evaluation, analysis and action. Some quarters may be better than others, but with the appropriate measures in place, we will have a constant finger on the pulse of the products and services we deliver to the citizens of Maryland. Whether we are being a good neighbor or facilitating economic opportunities within our State, we, the Maryland Department of Transportation, are working together every day to improve our performance and strive to reach exceptional customer service.

We thank you for this opportunity to share our initiative and are excited to embark upon a program of constant progress towards outstanding results.

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Please refer to the MDOT wide Quarterly Performance Management Report for more performance measures for each of the 10 Tangible Results across all of the Transportation Business Units.

Performance Measures Index

Tangible Results		Frequency	Driver
Tangible Result # 2: Use Resources Wisely			**Corey Stottlemyer, TSO**
TSO 2.1	Response to Fraud Hotline Complaints, including Response Time and Effective Resolution	Quarterly	Steve Watson, TSO
Tangible Result # 7: Be Fair and Reasonable To Our Partners			**Wanda Dade, SHA**
TSO 7.1	Time It Takes to be Certified and Annual Review as an MBE	Quarterly	Lisa Dickerson, TSO
TSO 7.2	Percent of TSO Invoices Paid within 30 Days by Each TSO Office	Quarterly	Steve Watson, TSO
Tangible Result # 10: Facilitate Economic Opportunity in Maryland			**Jim Dwyer, MPA**
TSO 10.1	Value of Sold Land	Annually	Glen Carter, TSO
TSO 10.2	Increase in Jobs from Transit Oriented Development (TOD)	Annually (April)	Glen Carter, TSO

TANGIBLE RESULT #2

Use Resources Wisely

MDOT receives resources from our customers and they expect products and services in return. To better serve our customers, MDOT must maximize the value of every dollar we spend.

RESULT DRIVER:

Corey Stottlemyer

The Secretary's Office (TSO)

TBU COORDINATOR:
Charles Glass
The Secretary's Office (TSO)

PERFORMANCE MEASURE DRIVER:
Steven Watson
The Secretary's Office (TSO)

PURPOSE OF MEASURE:
To track the number of fraud hotline complaints investigated by the TSO Office of Audits, as well as the time to respond and develop effective resolutions

FREQUENCY:
Quarterly

DATA COLLECTION METHODOLOGY:
The TSO Office of Audits maintains a spreadsheet database tracking fraud hotline complaints by source and investigations still outstanding at the time of reporting

NATIONAL BENCHMARK:
N/A

PERFORMANCE MEASURE TSO 2.1

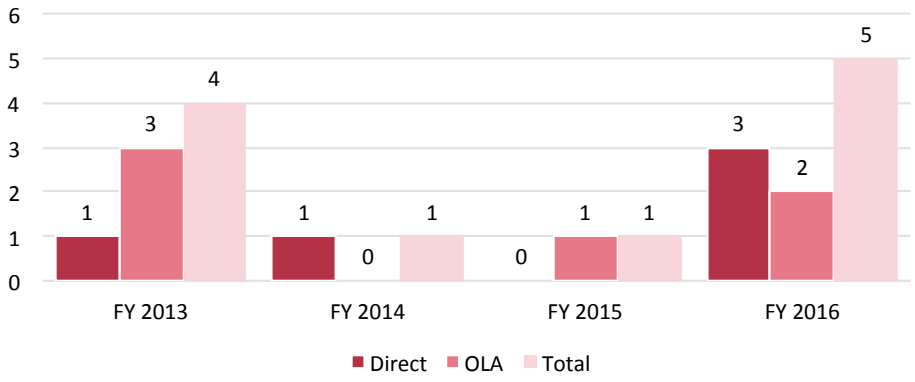
Response to Fraud Hotline Complaints, including Response Time and Effective Resolution

MDOT must be responsive to complaints from customers. This performance measure will track the number, response time, and effective resolution of fraud hotline complaints received or referred to the TSO Office of Audits from FY 2013 to FY 2015 and all of FY 2016. Understanding and tracking this data will assist TSO Management in better utilizing the internal audit staff, as well as assist the Office of Audits in the development of the annual audit plan.

Generally, fraud hotline complaints are received by TSO through two sources – direct contact, or referral by the Office of Legislative Audits (OLA). OLA maintains a widely publicized fraud hotline phone number and receives many complaints.

During the period covered, TSO received 11 complaints, of which 6 were referred by OLA. At the close of FY2016, there were no open complaints.

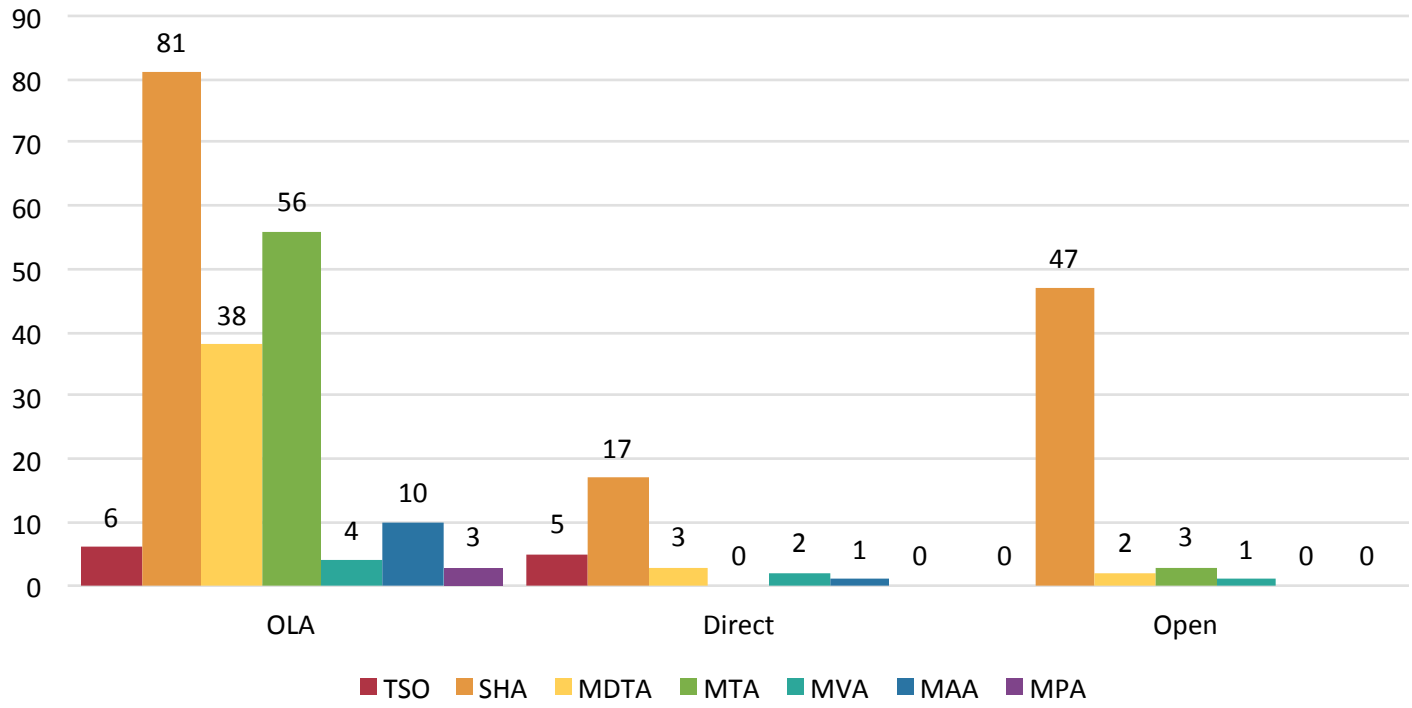
Fraud Complaints Received by TSO



PERFORMANCE MEASURE TSO 2.1

Response to Fraud Hotline Complaints, including Response Time and Effective Resolution

Fraud Complaints Received by TBU



Use Resources Wisely

TANGIBLE RESULT #7

Be Fair and Reasonable to Our Partners

MDOT will provide an easy, reliable procurement experience throughout the system.

RESULT DRIVER:
Wanda Dade
State Highway Administration (SHA)

Be Fair and Reasonable to Our Partners

TBU COORDINATOR:
Charles Glass
The Secretary's Office (TSO)

PERFORMANCE MEASURE DRIVER:
Lisa L. Dickerson
The Secretary's Office (TSO)

PURPOSE OF MEASURE:
To improve processing time for Minority Business Enterprise certification and annual renewals to enhance customer service with business partners

FREQUENCY:
Quarterly

DATA COLLECTION METHODOLOGY:
Track paper and electronic applications for certification and renewal

NATIONAL BENCHMARK:
90 days for compliance. Below 90 days for excellent customer service.

PERFORMANCE MEASURE TSO 7.1

Time It Takes to be Certified and Annual Review as an MBE

The Office of Minority Business Enterprise (OMBE), located at The Office of the Secretary at MDOT, serves as the State of Maryland's Official Minority Business Certification Agency for Minority Business Enterprise (MBE), Disadvantaged Business Enterprise (DBE), Airport Concessions Disadvantaged Business Enterprise (ACDBE) and/or Small Business Enterprise (SBE), Interstate Certification, and Women-owned Business Enterprise (WBE). OMBE also handles other inquiries/programs/services pertinent to minority-owned and small businesses, including maintenance of the State's MBE Directory and MBE Website, Administer MBE, DBE, ACDBE, and SBE certification programs. , MBE Outreach, with links to the Governor's Office of Minority Affairs, Maryland Department of Commerce, Maryland Department of Labor, Licensing, and Regulation (DLLR), Maryland Department of Assessment & Taxation (DAT), and more.

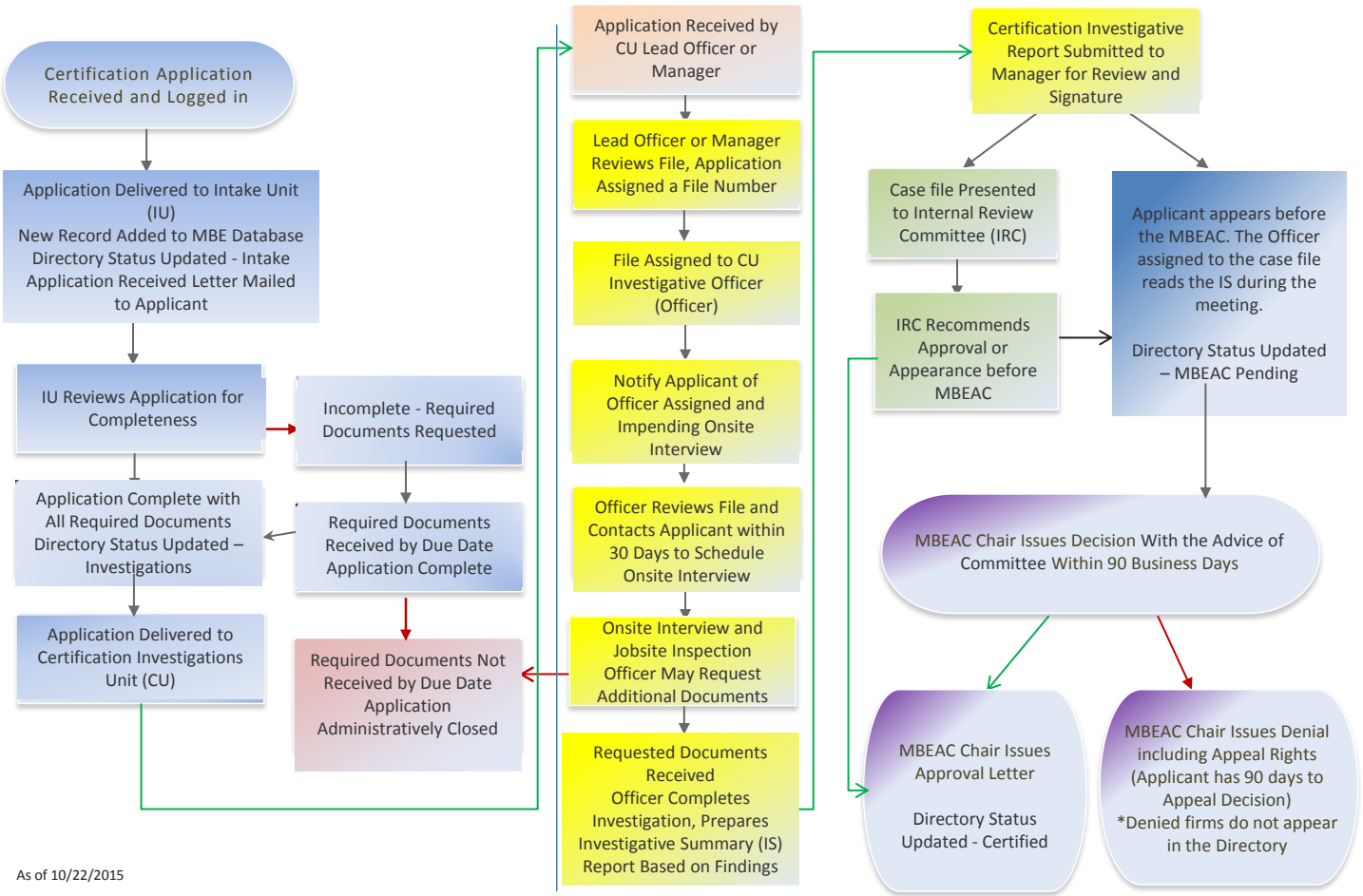
From 2015 to 2016, OMBE has reduced the time to process MBE applications from 135 days to 98 days. This reduction of 37 days is due to OMBE implementing electronic submission of applications and streamlining processes. OMBE has done site visits to New York and Delaware to review best practices for processing manual and electronic applications and renewals. A comprehensive review of the certification process has been documented and improved to deliver results.

Some strategies that have been implemented to improve this performance measure include tracking the processing times for certification and renewal submissions, utilizing technology to improve the processes, and adopting best practices of other certifying agencies.

PERFORMANCE MEASURE TSO 7.1

Time It Takes to be Certified and Annual Review as an MBE

Certification Application Flowchart

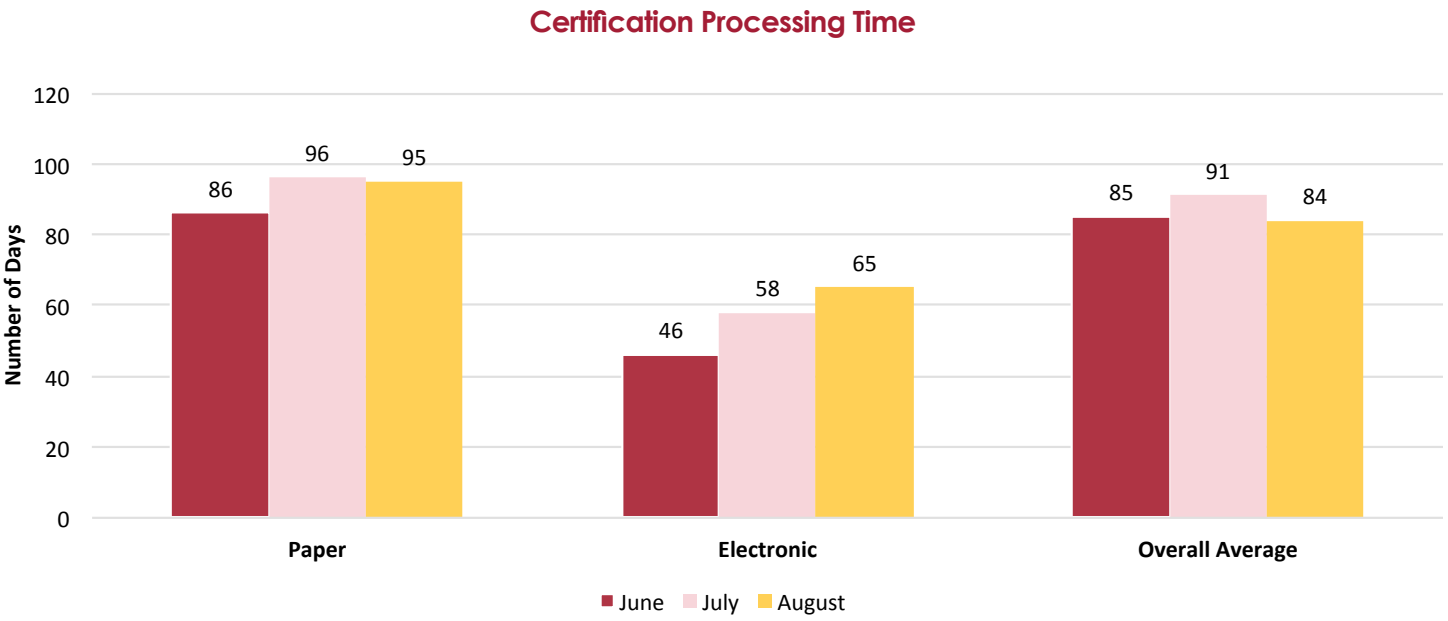


As of 10/22/2015

Be Fair and Reasonable to Our Partners

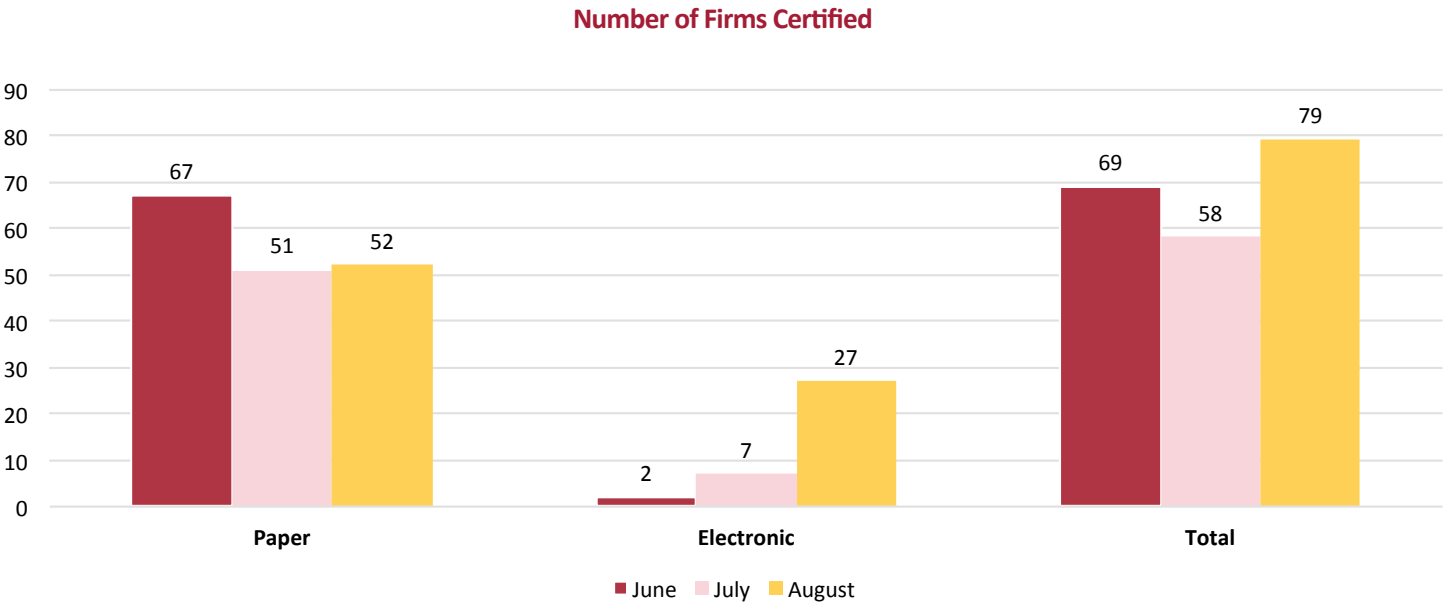
PERFORMANCE MEASURE TSO 7.1

Time It Takes to be Certified and Annual Review as an MBE



PERFORMANCE MEASURE TSO 7.1

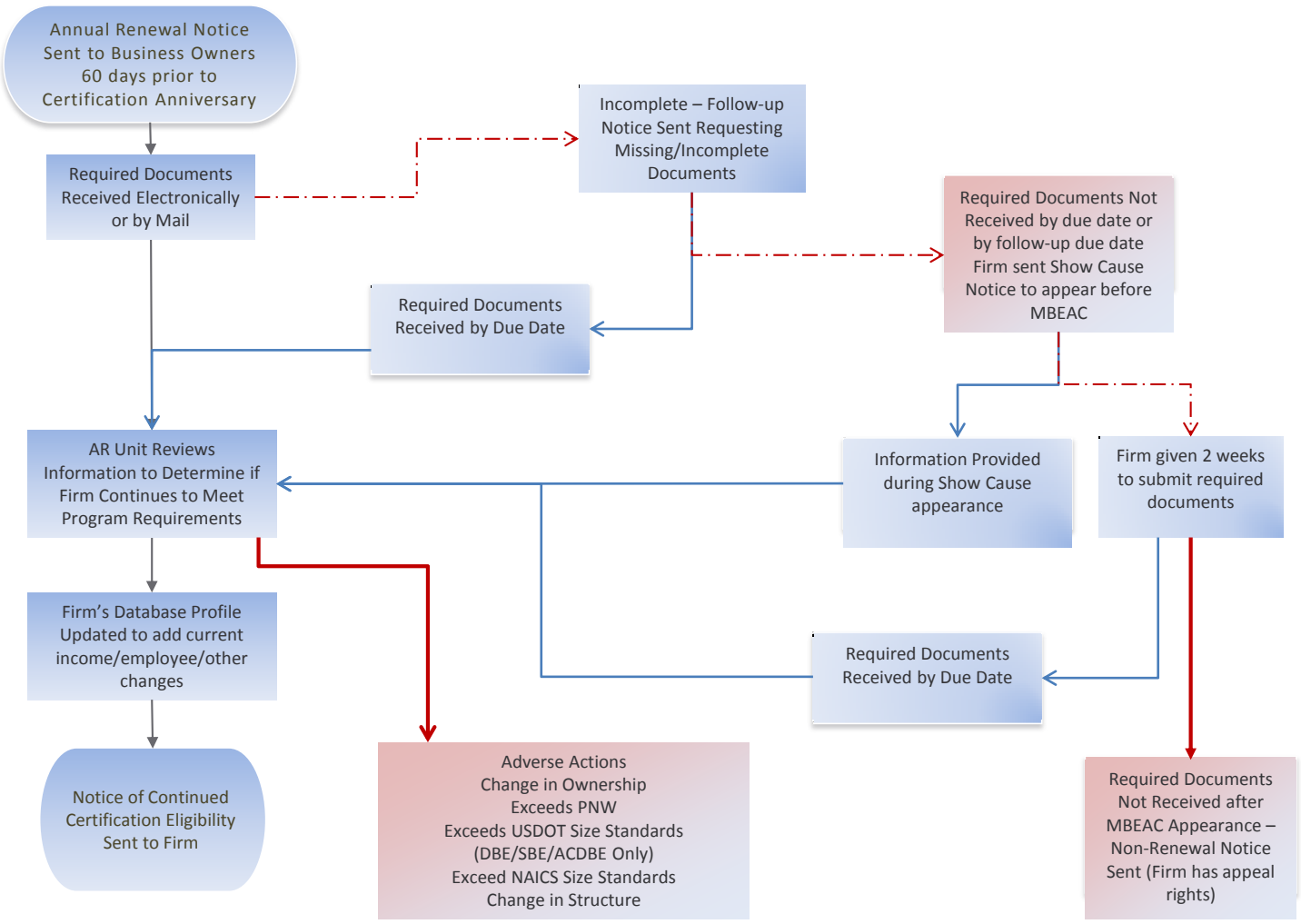
Time It Takes to be Certified and Annual Review as an MBE



PERFORMANCE MEASURE TSO 7.1

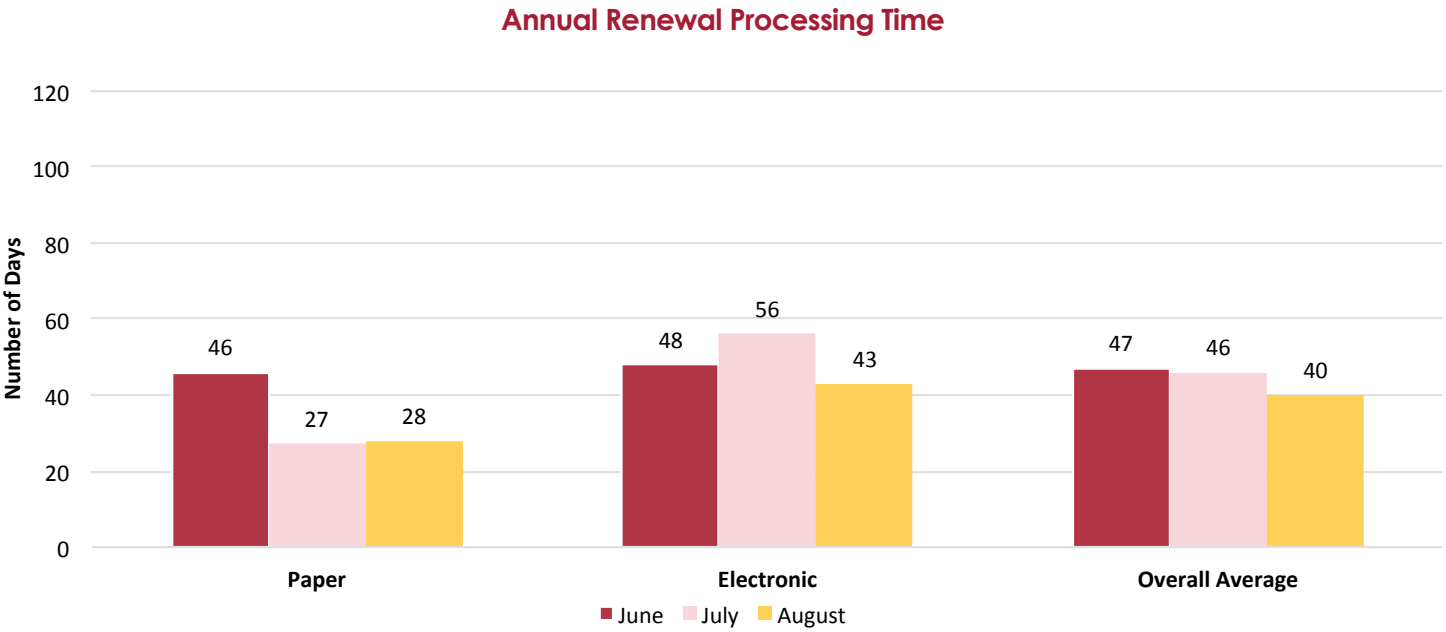
Time It Takes to be Certified and Annual Review as an MBE

Annual Renewal Flowchart



PERFORMANCE MEASURE TSO 7.1

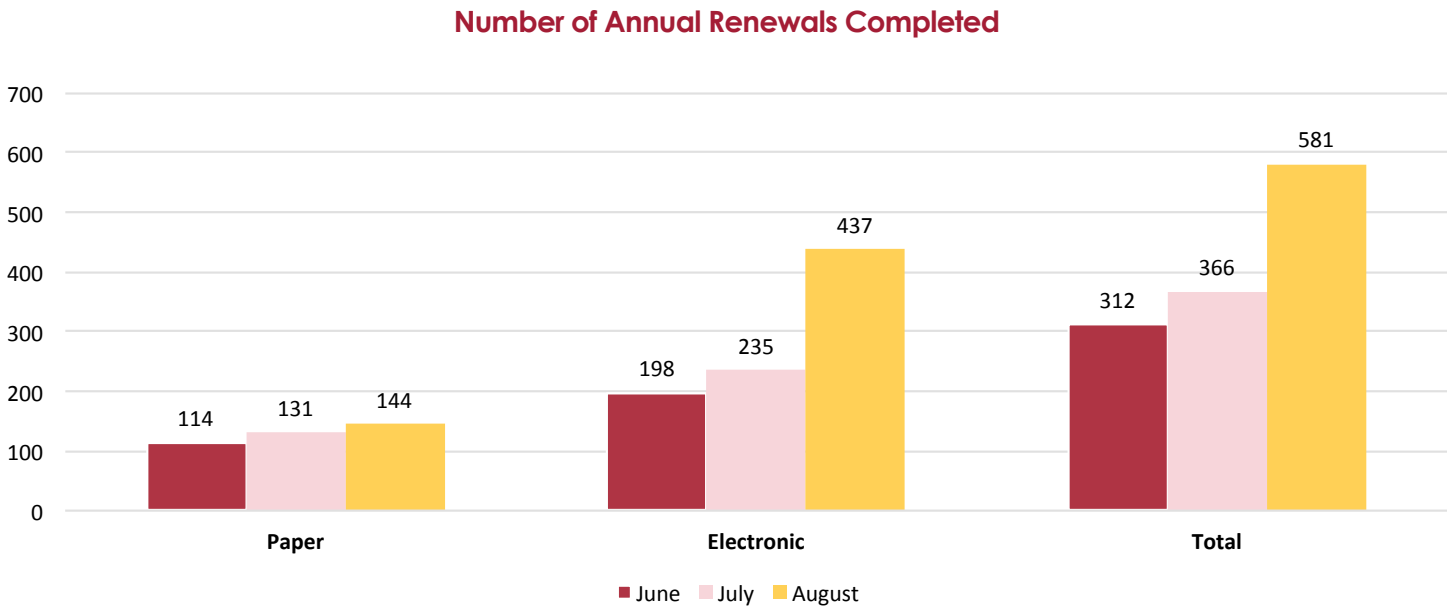
Time It Takes to be Certified and Annual Review as an MBE



Be Fair and Reasonable to Our Partners

PERFORMANCE MEASURE TSO 7.1

Time It Takes to be Certified and Annual Review as an MBE



Be Fair and Reasonable to Our Partners

TBU COORDINATOR:
Charles Glass
The Secretary's Office (TSO)

PERFORMANCE MEASURE DRIVER:
Steven Watson
The Secretary's Office (TSO)

PURPOSE OF MEASURE:
To track the percent of invoices paid in compliance with state requirements by originating TSO office

FREQUENCY:
Quarterly

DATA COLLECTION METHODOLOGY:
The TSO Office of Finance reports data monthly by TSO Office

NATIONAL BENCHMARK:
State policy requires 99% of invoices be paid within 30 calendar days

PERFORMANCE MEASURE TSO 7.2

Percent of TSO Invoices Paid within 30 Days by Each TSO Office

TSO will treat our vendor business partners fairly by paying invoices in a timely manner. The requirement to pay 99% of our invoices within 30 days is a long-standing state mandate.

TSO generally meets or nearly meets the target. The number of invoices processed each month range from 150 to 260; therefore only a few late invoices will cause TSO to miss the target. While invoices are processed by the Office of Finance, invoices are initially managed and approved by the various offices within TSO. By monitoring the performance in each office, process problems, or breakdowns can be identified and more quickly resolved. For fiscal year 2016, TSO paid 96.7% of its 2,456 invoices on time.

The first chart presents those offices with late invoices for Fiscal Year 2016 (as a percentage of timely payment). The second chart shows the number of invoices paid by each office. This adds perspective, especially for those offices with fewer invoices.

The acronyms used in the charts are defined below:

OTTS – Office of Transportation Technology Services

ORED – Office of Real Estate & Economic Development

OOP – Office of Procurement

MBE – Minority Business Enterprise

OE – Office of Environment

OFM – Office of Freight and Multimodalism

OGA – Office of Government Affairs

TSO – The Secretary's Office

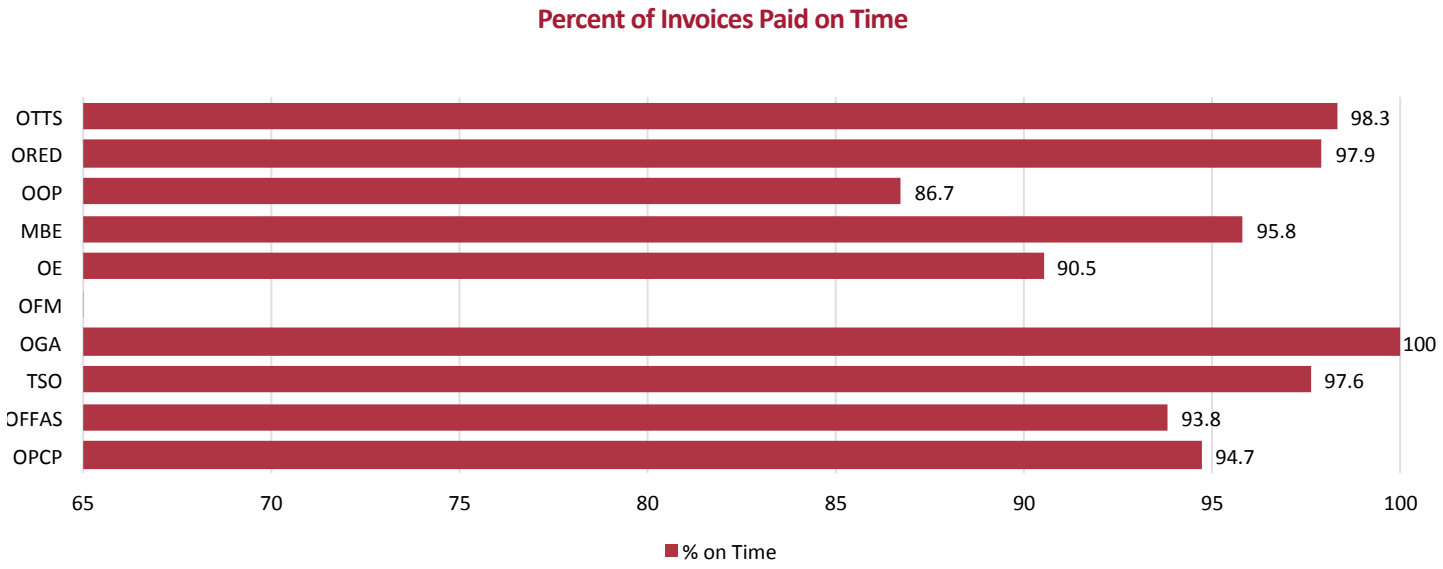
OFFAS – Office of Fleet, Facilities and Administrative Services

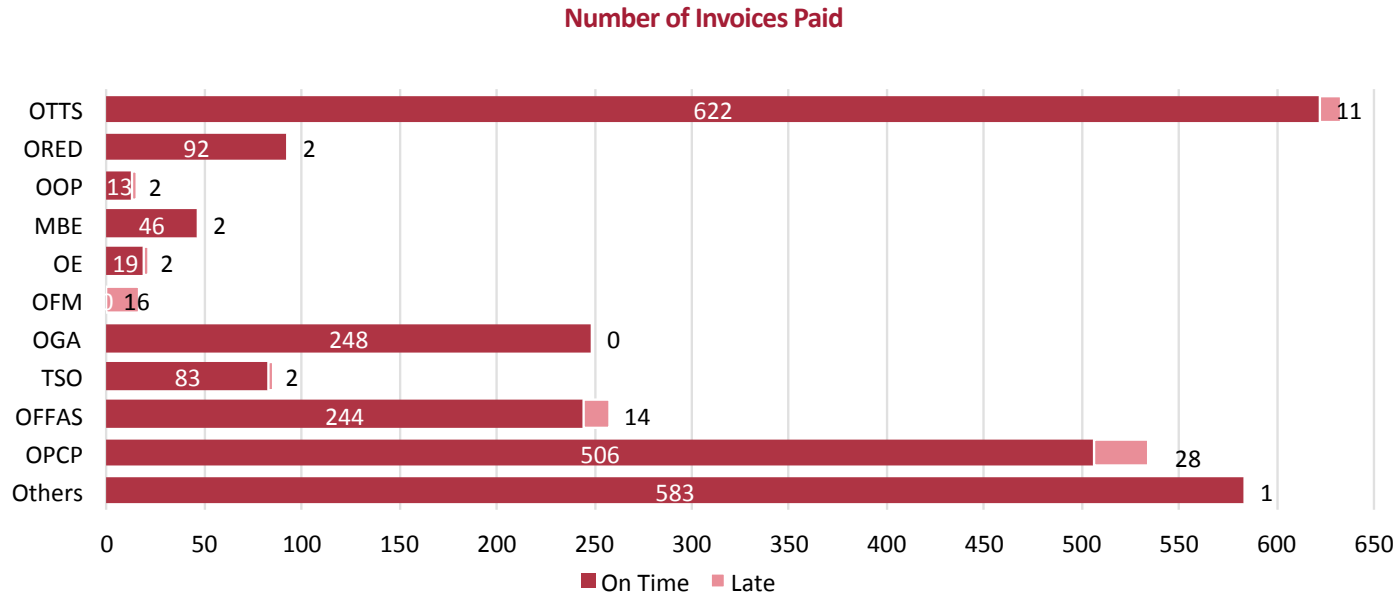
OPCP – Office of Planning and Capital Programming

Be Fair and Reasonable to Our Partners

PERFORMANCE MEASURE TSO 7.2

Percent of TSO Invoices Paid within 30 Days by Each TSO Office





TANGIBLE RESULT #10

Facilitate Economic Opportunity in Maryland

Maryland's transportation system is essential to the State's economy. An efficient transportation system provides a competitive advantage to businesses in a regional, national and global marketplace. Transportation directly impacts the viability of a region as a place where people want to live, work and raise families, all critical to attracting a competent workforce.

RESULT DRIVER:

Jim Dwyer

Maryland Port Administration (MPA)

TBU COORDINATOR:
Charles Glass
The Secretary's Office (TSO)

PERFORMANCE MEASURE DRIVER:
Glen Carter
The Secretary's Office (TSO)

PURPOSE OF MEASURE:
To measure the amount of excess land sold that is capable of independent use. The proceeds are returned back into the Transportation Trust Fund and used to provide services to the people of Maryland

FREQUENCY:
Annually

DATA COLLECTION METHODOLOGY:
Clearance requirements and sales are conducted, and collected per disposition, and are housed within the Office of Real Estate and Economic Development

NATIONAL BENCHMARK:
N/A

PERFORMANCE MEASURE TSO 10.1
Value of Land Sold

The Secretary's Office (TSO), Office of Real Estate and Economic Development (ORED), Real Estate Services Team is responsible for managing the disposal of real property for the State Highway Administration (SHA). The properties were originally acquired for a State Transportation purpose and later declared extra to the agency needs.

Real Estate Services Team

To increase the value of land sold, the efficiency and effectiveness of the legal and administrative process for identifying and disposing of surplus real property is a direct correlation.

A systematic, proactive process to identify unused or underutilized real property is required. Currently, ORED relies on SHA to voluntarily and periodically identify properties no longer serving a transportation need, and the general public's property inquiries.

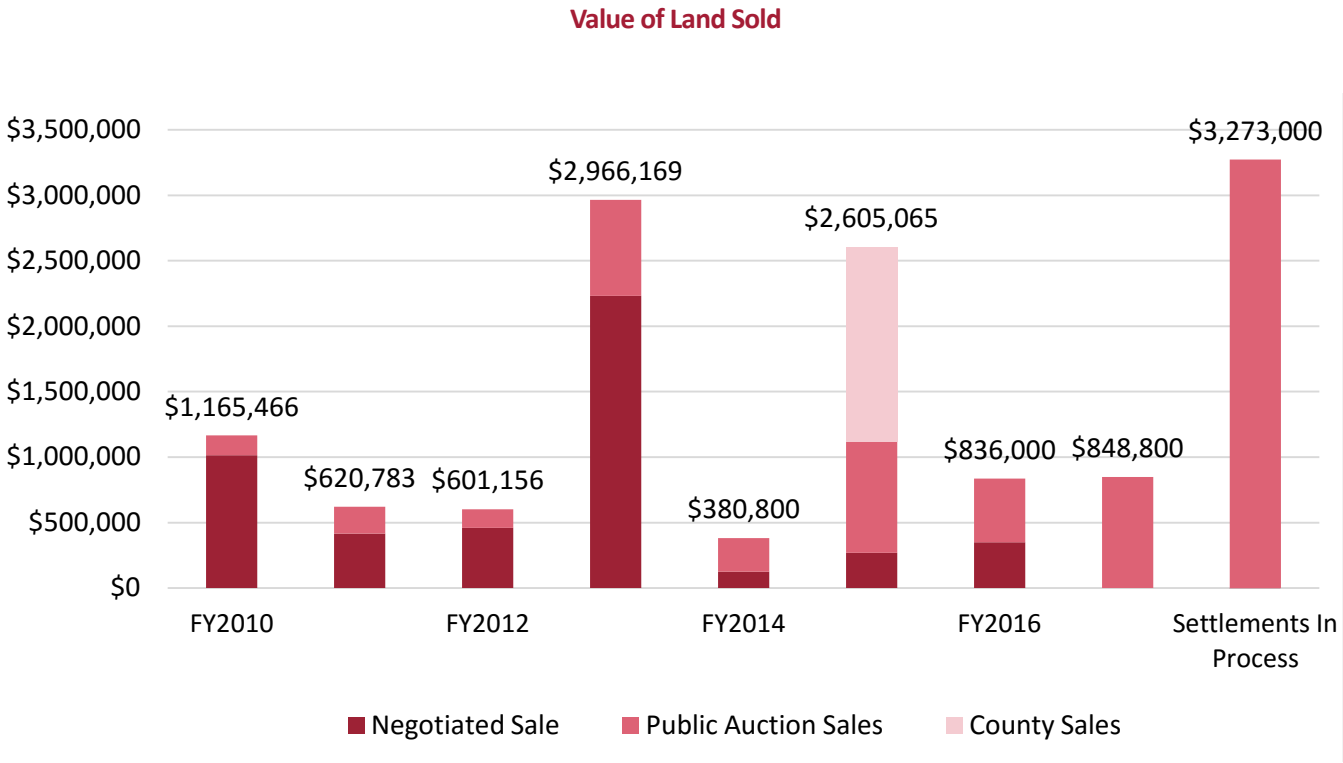
Furthermore, utilization and other critical property data managed by the Transportation Business Units are not centralized in a real-time update master database. This prevents decision makers from knowing which real property assets continue to meet transportation needs.

To address these deficiencies, the ORED will:

- Review the real property database held by SHA and meet with the SHA Real Property Manager;
- Recommend more robust planning, performance management, and oversight reporting for surplus land; and
- Review the laws and rules on the clearance, disposition, and management of real property by updating the MDOT Clearance and Disposition of Real Property, DOT Policy 654.1

PERFORMANCE MEASURE TSO 10.1

Value of Land Sold



TBU COORDINATOR:
Charles Glass
The Secretary's Office (TSO)

PERFORMANCE MEASURE DRIVER:
Glen Carter
The Secretary's Office (TSO)

PURPOSE OF MEASURE:
To track the amount of jobs created by MDOT led Transit Oriented Development projects

FREQUENCY:
Annually (in April)

DATA COLLECTION METHODOLOGY:
Surveys and conversations with project managers from the developers as well as National Averages for Employee Ratio Estimates

NATIONAL BENCHMARK:
N/A

PERFORMANCE MEASURE TSO 10.2

Jobs created by Transit Oriented Development (TOD)

The Secretary's Office (TSO), Office of Real Estate and Economic Development (ORED), Development Services Group plays a key role in economic development by linking three essential components - transportation, employment, and housing through the facilitation of TOD projects.

In Maryland, TOD is defined as "a dense, mixed-use deliberately-planned development within a half-mile of transit ridership". It includes housing, office, retail, entertainment, and other amenities integrated into a walkable pedestrian friendly neighborhood.

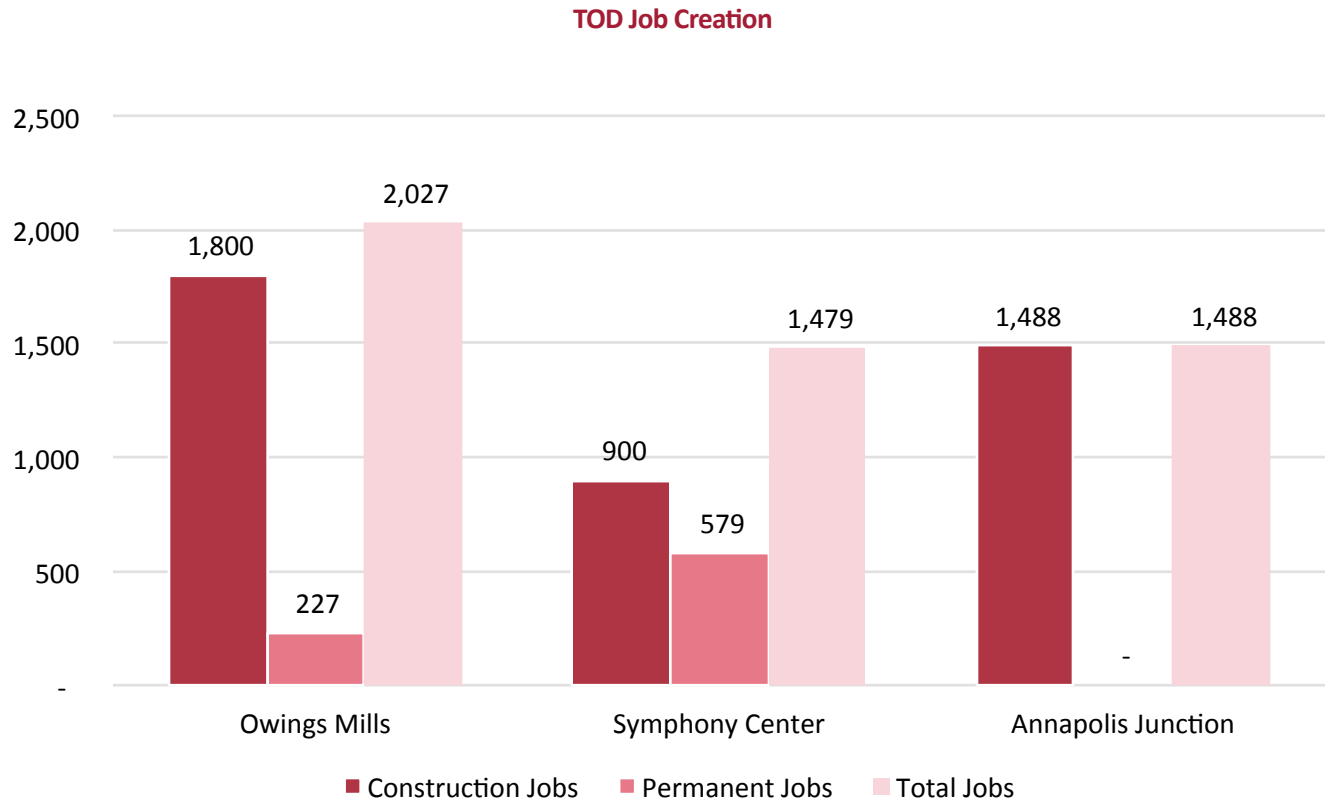
TOD is achieved through:

- Collaboration: Working closely with developers, local jurisdictions, and MDOT business units to determine real estate needs and opportunities.
- Specialization: Having expertise and utilizing innovation
- Site Assessments: Determining transit and infrastructure requirements for potential market ready development sites
- Deal Structuring: Mitigating State risks with local jurisdictions and private developers

ORED currently has three active TOD projects: Metro Centre at Owings Mills, Annapolis Junction Town Center, and Symphony Center. These three TOD projects have created an estimated 4,188 construction jobs and 806 permanent jobs in the State of Maryland. Annapolis Junction is currently under construction and estimated to create an additional 617 permanent jobs at full build-out. The projects will continue to create new jobs and economic development. ORED is currently working on potential TOD projects at the Odenton, Laurel, and New Carrollton MARC stations.

PERFORMANCE MEASURE TSO 10.2

Jobs created by Transit Oriented Development (TOD)



Glossary

All Electronic Tolling (AET) – Collection of tolls at highway speeds using *E-ZPass* transponders or video tolling; no toll booths or cash collection.

Annual Attainment Report on Transportation System Performance – Pursuant to Transportation Article Section 2-103.1 of the Annotated Code of Maryland, the State is required to develop or update an annual performance report on the attainment of transportation goals and benchmarks in the Maryland Transportation Plan (MTP) and Consolidated Transportation Program (CTP). The Attainment Report must be presented annually to the Governor and General Assembly before they may consider the MTP and CTP.

Calendar Year (CY) – The period of 12 months beginning January 1 and ending December 31 of each reporting year.

Coordinated Highways Action Response Team (CHART) – CHART is an incident management system aimed at improving real-time travel conditions on Maryland's highway system. CHART is a joint effort of the State Highway Administration, Maryland Transportation Authority and the Maryland State Police, in cooperation with other federal, state and local agencies.

Consolidated Transportation Program (CTP) – A six-year program of capital projects, which is updated annually to add new projects and reflect changes in financial commitments.

Fiscal Year (FY) – A yearly accounting period covering the time frame between July 1 and June 30 of each reporting year.

MPA General Cargo – Foreign and domestic waterborne general cargo handled at the public (MPA) terminals.

Port of Baltimore Foreign Cargo – International (Foreign) cargo handled at public and private terminals within the Baltimore Port District. This includes bulk cargo (e.g., coal, sugar, petroleum, ore, etc. shipped in bulk) and all general cargo (e.g., miscellaneous goods shipped in various packaging).

MAA – Maryland Aviation Administration operates Baltimore/Washington International Thurgood Marshall Airport (BWI Marshall) and Martin State Airport, a general aviation/reliever airport northeast of Baltimore.

MDTA – Maryland Transportation Authority operates and maintains the State's eight toll facilities.

Mode - Form of transportation used to move people or cargo (e.g., truck, rail, air).

MPA – Maryland Port Administration promotes the Port of Baltimore as a leading east coast hub for cargo and cruise activity.

MTA – Maryland Transit Administration provides Local Bus, Light Rail, Metro Rail, Paratransit services and regional services through commuter rail (MARC) and Commuter Bus, as well as grant funding and technical assistance.

MVA – Motor Vehicle Administration serves as the gateway to Maryland's transportation infrastructure, providing a host of services for drivers and vehicles, including registration, licensing and highway safety initiatives.

SHA – State Highway Administration manages the State's highway system which includes 17,117 lane miles of roads and 2,564 bridges

TBU – Transportation Business Unit

TSO – The Secretary's Office

Vehicle Miles of Travel (VMT) – A measurement of the total miles traveled by all vehicles.

MARYLAND DEPARTMENT OF TRANSPORTATION

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Larry Hogan, *Governor*

Boyd K. Rutherford, *Lt. Governor*

Pete K. Rahn, *Secretary*

This document can be found at www.mdot.maryland.gov/MDOTExcellerator and is available in alternative formats upon request.